



Australian Government

Australian Submarine Agency

ASA

AUSTRALIAN SUBMARINE AGENCY
CORPORATE PLAN

2026–2027

Acknowledgement of Country

The Australian Submarine Agency acknowledges the Traditional Owners of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.



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Foreword



Against an increasingly challenging geostrategic backdrop, the Australian Submarine Agency (ASA) continues to transform the powerful combination of strategic need and unprecedented investment into cutting-edge capability for Australia.

In a very short period of time, the ASA has demonstrated strong, sustained progress towards achieving the outcome set to us by Government: to safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia's conventionally-armed, nuclear-powered submarine capability, through the AUKUS partnership.

On 30 June 2026, the ASA marked the completion of its third year operating as a non-corporate Commonwealth entity. We have achieved significant milestones that embody the year-on-year transition from planning to implementation of this nation-defining program, including:

- The February 2026 arrival of HMS *Anson* – an Astute-class nuclear-powered submarine of the Royal Navy – to undergo a scheduled

Submarine Maintenance Period at HMAS *Stirling* in Western Australia. This represented a first for Australia, and another major development in preparing Australia to host rotating SSNs for the end of 2027.

- Further significant investment in – and progress towards – the development of the critical Nuclear-Powered Submarine Construction Yard at Osborne in South Australia.
- Progression of the Defence Industry Vendor Qualification Program, with more Australian companies moving through the qualification pipeline to join the United States (US) nuclear-powered submarine supply chain – signalling a shift from preparation to mobilisation.
- Sustained growth in the enterprise workforce numbers required to deliver the Nuclear-Powered Submarine Program.
- The entry into force of the Australia - United Kingdom (UK) Nuclear-Powered Submarine partnership and Collaboration Treaty (The Geelong Treaty), to facilitate cooperation between Australia and the UK on the design, build, operation, sustainment, and disposal of SSN-AUKUS submarines.

Activities of this nature demonstrate our tangible progress towards uplifting sovereign national capability, as well as our ongoing commitment to supporting our allies and partners.

The 2026-27 financial year marks a pivot point for ASA shifting to delivery of the Nuclear-Powered Submarine Program. As we look forward to the coming years – and, as outlined in this corporate plan –

the ASA will continue to build on its successes. The ASA, in consultation with Australian industry and Commonwealth partners, is developing the workforce, the industry, and the infrastructure we need to safely and securely build, operate and maintain the nuclear-powered submarines that will make us a safer and stronger nation and region. We will also continue to build the social licence for the Nuclear-Powered Submarine Program by strengthening public understanding of how the program contributes to Australia's security, workforce, industry opportunities and long-term national interests. We will do this while maintaining our implementation of, and commitment to, the highest standards of safety and security.

Australia's acquisition of conventionally-armed, nuclear-powered submarines is unprecedented, both in terms of its scale and complexity. But the ambition of this multi-decade program is not abstract – it is real, it is already being delivered, and it will continue to be realised over the coming year, as the ASA pivots from planning to execution of our unprecedented and ambitious program.

Vice Admiral Jonathan Mead AO RAN
Director-General Australian Submarine Agency

Introduction

Australia's Nuclear-Powered Submarine Program will deliver the most significant enhancement of our military capability since the Second World War, and stands as the largest and most complex industrial undertaking in our nation's history. It is a truly national endeavour, unlocking substantial opportunities for Australian industry, innovation, and workforce development.

All of this work is taking place at a time when Australia's strategic environment continues to evolve. The 2026 National Defence Strategy reinforced the importance of strengthening our defence capability and the critical need to acquire nuclear-powered submarines (SSNs) to strengthen Australia's ability to protect its interests, deter conflict before it begins, and contribute to security and stability across the Indo-Pacific.

Through the AUKUS partnership, we continue to manage and oversee the safe and secure delivery of Australia's Nuclear-Powered Submarine Program in line with the phased approach known as the Optimal Pathway.

We are continuing to build the skilled workforce required to sustain this capability over generations. Key to this is the growing presence of UK Astute class and US Virginia class submarines at HMAS *Stirling* in Western Australia, leading to the establishment of

Submarine Rotational Force - West (SRF-West) in 2027. This initiative will enable Australia to build the experience and expertise necessary to operate and sustain our own nuclear-powered submarine (SSN) fleet from the early 2030s.

With the Department of Defence (Defence), work continues on establishing naval nuclear maintenance facilities at Henderson Defence Precinct. This precinct will play a key role in supporting continuous naval shipbuilding and sustainment in Western Australia. Establishment of this precinct will support future nuclear-powered submarine sustainment, including depot-level maintenance and contingency docking capabilities.

Together with our partners, the ASA continues to support the planned construction of Australia's own submarines in Adelaide, South Australia through the expansion of the existing Osborne Naval Shipyard, which will accommodate a new Nuclear-Powered Submarine Construction Yard.

Building on the ASA's success requires sustained collaboration. We continue to work closely with our trilateral AUKUS partners, as well as with state and local governments in South Australia and Western Australia, recognising that delivery of this program requires coordinated effort across jurisdictions and sectors.

Partnership with industry also remains critical for our success. The Australian AUKUS Submarine Industry Strategy sets out the Government's ambitious plan to uplift Australia's military and industrial capability. The ASA recognises the crucial role key industry sectors will play in ensuring that we can acquire, construct, deliver, operate and sustain our future SSNs.

Across all aspects of our work, we are guided by a strong Nuclear Mindset – one that prioritises security, safety, accountability and continuous improvement. This reflects our enduring accountability to uphold the highest standards in the stewardship of naval nuclear propulsion technology.

Together, these efforts position Australia to deliver a transformative capability that will serve our national interests for decades to come.

The ASA also acknowledges the contribution of Vice Admiral Jonathan Mead AO RAN, who is to conclude his tenure as Director-General of the ASA within this reporting period. Vice Admiral Mead has provided strong leadership through a period of significant growth and transformation, helping to establish the foundations for Australia's SSN capability. We thank him for his service and enduring contribution to the ASA.

Statement of Preparation

As the Accountable Authority for the Australian Submarine Agency, I present the *Australian Submarine Agency Corporate Plan 2026–2027*, which covers the periods 2026–27 to 2029–30, as prepared for section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014*.

Director-General Australian Submarine Agency

The Optimal Pathway

The Optimal Pathway will:



DELIVER

Australian SSN capability as soon as the early 2030s



ELEVATE

All 3 nations' industrial capacity to produce and sustain advanced and interoperable nuclear-powered submarines for decades to come



EXPAND

Our individual and collective undersea presence in the Indo-Pacific and contribute to global security and stability in the region

The Optimal Pathway has 3 phases, ensuring that Australia:

- demonstrates that we are 'Sovereign Ready' to operate SSNs
- demonstrates our stewardship capacity through the acquisition and operation of the US Virginia class SSNs as soon as possible
- constructs and operates our state-of-the-art and domestically built nuclear-powered submarine, SSN-AUKUS.

Phase 1: Becoming 'Sovereign Ready'

From as early as 2027, AUKUS partners will have a rotational presence at HMAS *Stirling*, Western Australia, known as SRF-West. SRF-West will see a rotational force of up to 4 US SSNs and up to one UK SSN rotating through HMAS *Stirling*.

This rotational presence is integral to developing Australia's ability to operate, maintain and safely and securely steward our future SSNs. Efforts will accelerate the development of Australia's capability while also contributing to security and stability in our region. It will further develop our maintenance capability, establish our facilities and test our policy, legal and regulatory settings thereby ensuring Australia is ready to acquire, operate, and sustain our own SSNs.

We have already begun laying the foundations for Australia's SSN enterprise, ensuring we are 'Sovereign Ready' to acquire and operate an Australian conventionally-armed, nuclear-powered submarine capability.

More frequent and longer visits to HMAS *Stirling* by UK and US SSNs have commenced. These visits will continue to increase in complexity and ambition as we build Australian capability in the routine and scheduled maintenance functions required for UK and US SSNs.



Phase 2: Australia's acquisition of Virginia class submarines

Australia's first SSN will be the Virginia class acquired from the US. In December 2023, US Congress authorised the sale of 3 Virginia class SSNs, and an additional 2 if required, from the early 2030s.

The Virginia class SSNs will provide Australia an SSN capability as early as possible, ensuring there is no gap in Australia's critical submarine capability. Australia's Virginia class SSNs will be sovereign Australian submarines, under the command of the Royal Australian Navy, at the direction of the Australian Government.

A pre-condition for Australia to receive its first Virginia class submarine is that we are 'Sovereign Ready' to operate and sustain the vessel, and to safely steward naval nuclear propulsion technology.

Phase 3: SSN-AUKUS

SSN-AUKUS will be a trilaterally-developed submarine based on the UK's next-generation design that incorporates technology from all 3 nations, including cutting edge US submarine technologies. SSN-AUKUS will be equipped for intelligence, surveillance, undersea warfare and strike missions.

The trilateral collaboration enabled by the AUKUS partnership is allowing us to pool our expertise to accelerate the development of a state-of-the-art capability that no single nation could do alone.

To ensure we are ready to begin construction, over the next 12 months, the ASA will continue to work in partnership with ASC Pty Ltd and BAE Systems to manage and oversee the mobilisation of the SSN-AUKUS program.

The first SSN-AUKUS for the UK Royal Navy will commence construction in Barrow-in-Furness, UK, as early as the late 2020s and is expected to be operational as early as the late 2030s.

Australia will begin building its first SSN-AUKUS in Adelaide, South Australia, by the end of this decade. The SSN-AUKUS is expected to be delivered in the early 2040s.

Our Purpose

The ASA's purpose is to manage and execute the Nuclear-Powered Submarine Program to oversee the safe and secure acquisition, construction, sustainment and disposal of conventionally-armed, nuclear-powered submarines.

The ASA is a non-corporate Commonwealth entity for the purposes of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The ASA purposes are listed in Schedule 1 of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

Our Outcome

The ASA will safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia's conventionally-armed, nuclear-powered submarine capability, via the AUKUS partnership.

Our Key Activities

The ASA has 2 Key Activities that will ensure delivery of the Nuclear-Powered Submarine Program.

1. Acquire, construct, sustain and dispose of nuclear-powered submarines in accordance with the Optimal Pathway and within government-approved costs in collaboration with AUKUS partners.
2. Exemplify best practice nuclear stewardship to build and maintain naval nuclear propulsion technology, in compliance with Australian and international obligations.

Operating Context

Strategic environment

We are confronted by the most challenging strategic circumstances since the Second World War. Australia is also more economically connected than ever before. This is accompanied by an unprecedented conventional and non-conventional military build-up in our region, taking place without strategic reassurance or transparency.

These changes to our strategic environment demand a new approach to the defence of Australia and our interests, as reflected in the National Defence Strategy (NDS) and Australia's focus on a Strategy of Denial, which seeks to deter threats further from our shores. As part of the NDS, the Government has commenced reshaping the Australian Defence Force's (ADF) capabilities to enhance Australia's capacity to deter coercion and increase the ADF's capacity for impactful projection.

Australia's investment in procuring and building conventionally-armed, nuclear-powered submarines ensures the Australian Navy has the best capability to defend Australia.

Australia's SSN acquisition under the AUKUS partnership will strengthen Australia's ability to deter conflict before it begins and before it reaches our shores. For a maritime nation like Australia, maintaining a submarine capability advantage is critical. By investing in these high-end capabilities, Australia is strengthening the Royal Australian Navy's capacity to operate effectively at range and contribute to collective deterrence alongside partners.

Security and stability in our region – and continued access to global

trade routes and supply chains – are fundamental to Australia's economic prosperity. The superior stealth, endurance, and range of nuclear-powered submarines will enable Australia to defend its interests, protect critical lines of communication, and contribute meaningfully to regional stability – now and into the future.

Maintaining social licence

The ASA remains committed to building and maintaining trust (social licence) with the communities hosting Nuclear-Powered Submarine Program activities, First Nations stakeholders, as well as the broader public to ensure the success of the Nuclear-Powered Submarine Program.

The ASA will continue to engage with Australians transparently, ensuring that our activities and decisions are respectful of different perspectives. The ASA has established dedicated teams in South Australia and Western Australia to provide accessible, place-based information and support community understanding of planned activities and their impacts. These teams are helping to build community understanding and confidence in the Nuclear-Powered Submarine Program.

The ASA is committed to the highest standards of nuclear safety, security and non-proliferation, to remain consistent with Australia's domestic and international obligations.

We will continue to build public confidence by ensuring we maximise the national benefits from the program, including

providing opportunities for Australian people and businesses, and helping build Australia's industrial base. Over the next 3 decades, the Nuclear-Powered Submarine Program will create approximately 20,000 direct jobs nationwide, along with countless more as sovereign supply chains and small-to-medium enterprises join the growing submarine enterprise.

ASA's Commitment to Nuclear Non-Proliferation, Safety and Security

Australia remains a global leader in nuclear non-proliferation and is steadfast in its commitment to preserving and strengthening the global non-proliferation regime. In pursuing the acquisition of SSNs, Australia is committed to setting the highest non-proliferation standard, while ensuring the protection of sensitive and classified information.

Australia will continue to meet its nuclear non-proliferation obligations and commitments, including those under the *Treaty on the Non-Proliferation of Nuclear Weapons (NPT)*, the *South Pacific Nuclear Free Zone Treaty (Treaty of Rarotonga)*, and its safeguards agreements with the International Atomic Energy Agency (IAEA).

AUKUS partners are working closely and transparently with the IAEA to develop a robust, fit-for-purpose safeguards and verification approach for Australia's Nuclear-Powered Submarine Program. This approach will enable the IAEA to continue to fulfil its safeguards objectives for Australia across the lifecycle of the program, while ensuring classified and controlled information and assets are appropriately protected.

Nuclear Mindset

The ASA's Nuclear Mindset is a set of principles and behaviours that shape the way the ASA thinks, acts and learns. At the heart of the Nuclear Mindset is recognising the special characteristics and unique hazards of naval nuclear propulsion technology. The Nuclear Mindset consists of 10 principles, with a commitment to individual and collective behaviour that underpins how

we manage and oversee the safe and secure delivery of Australia's Nuclear-Powered Submarine Program.

The Nuclear Mindset reflects our dedication to excellence and our unwavering commitment to uphold the safety, security and safeguards of nuclear propulsion technology. This mindset underpins everything that we do, and is reflected both in our actions and the actions of our

partners, stakeholders and entire industrial base.

Generating a Nuclear Mindset, across the Nuclear-Powered Submarine enterprise is integral to retaining and enhancing the public trust in the ASA and delivering on our purpose to manage and oversee the safe and secure delivery of Australia's Nuclear-Powered Submarine Program.

The Nuclear Mindset principles and behaviours supplement the ASA's continued commitment to the Defence and Australian Public Service values and behaviours



Nuclear safety is paramount



Unyielding commitment to security and nuclear safeguards



The best people, dedicated to excellence



Maximise lethality, reliability, availability and readiness



Accountability



Strive for improvement



Compliance with approved standards and procedures



Not living with deficiencies



Decisions are considered, well-informed and underpinned by strong technical evidence



Clear and effective communication

The ASA's regulatory regime

The ASA operates within a domestic nuclear regulatory system and is accountable to Australian regulators with defined responsibilities under Australian law.

The ASA is committed to maintaining the highest standards of nuclear safety, security, safeguards and environmental protection and as such the ASA's approach to meeting domestic nuclear regulatory obligations

is critical to the success of the program.

The ASA is compliant with the *Australian Naval Nuclear Propulsion Safety Act 2024*, the *Australian Radiation Protection and Safety Act 1998*, the *Nuclear Non-Proliferation (Safeguards) Act 1987* and the *Environment Protection and Biodiversity Conservation Act 1999*.



Capability

Workforce and culture

Our people are the foundation of the ASA's success. We will continue to prioritise the development of this most critical capability enabler as we progress from planning to execution.

Australia is the first nation to pursue a nuclear-powered submarine capability without an existing nuclear power industry. The scale, urgency and complexity of this challenge is unprecedented. Meeting the challenges of our Nuclear-Powered Submarine Program will offer diverse and rewarding workforce opportunities for Australians. Delivery of Australia's nuclear-powered submarine capability is reliant on the sustained availability of a highly skilled, security-cleared and technically proficient workforce.

The ASA's workforce is made up of Australian Public Service (APS), members of the Australian Defence Force, military and civilian personnel from the UK and the US, and contracted support. Building a cohesive culture across such a diverse and dispersed workforce remains a focus for the ASA. The ASA fosters a culture that values the unique knowledge, experience, contributions and needs of every employee to enhance our capability.

To grow the Nuclear-Powered Submarine Program workforce and achieve the generational uplift

in capability needed to deliver Australia's SSN capability, the ASA must engage the broadest possible cross-section of the Australian population.

The ASA is investing in and delivering a range of initiatives that attract new entrants, enable mid-career transitions into the Nuclear-Powered Submarine Program and strengthen the pipeline of skilled personnel for naval shipbuilding and sustainment, including:

- delivering the Defence Industry Pathways Program and Shipbuilding Employment Pathways Initiative in South Australia
- supporting graduate, apprenticeship and traineeship programs across both Western Australia and South Australia
- delivering thousands of Science, Technology, Engineering and Mathematics (STEM) scholarships offered nationally.

A key workforce priority is to develop and strengthen Australia's sovereign STEM pipeline and to grow the depth and resilience of the domestic workforce over the medium-to-long-term. This priority is being supported through a coordinated suite of initiatives designed to build, sustain and future-proof the STEM workforce. These initiatives include expanded access to placement opportunities, exposure to unique and specialised training aligned to Nuclear-Powered Submarine Enterprise requirements,

and targeted programs that build workforce resilience and adaptability.

Collectively, these efforts complement broader national investments in STEM by strengthening capability at both entry and developmental levels, while ensuring individuals are equipped with the skills, experience and confidence needed to contribute to a complex, long-term national endeavour.

Growing the domestic talent pool will reduce reliance on our trilateral partners, enhance national resilience, and support the establishment of a sovereign, enduring submarine enterprise capable of meeting Australia's strategic needs.

Strategic Commissioning Framework

The ASA operations remain in line with the APS Strategic Commissioning Framework. Core APS work is delivered by APS employees, with external workforce support used where required to maintain capability and delivery. In 2026–27, ASA will focus on strengthening workforce planning, governance and decision-making. Future workforce transition decisions will be informed by workforce needs and delivery considerations.



Industry

The Optimal Pathway is elevating the industrial capacity of all 3 nations to produce and sustain advanced and interoperable SSNs for decades to come.

In March 2024, the Australian Government announced that ASC Pty Ltd and BAE Systems, working together as the Australian Shipbuilder (ASB), would be the sovereign submarine build partners for our SSN-AUKUS submarines. ASC Pty Ltd was also selected as Australia's sovereign sustainment partner, initially for our Virginia class submarines, and then SSN-AUKUS.

Australia's AUKUS Submarine Industry Strategy, launched in March 2025, sets out our intent to create demand clarity, increase investment attractiveness, simplify industrial regulation, grow our workforce, and integrate Australian defence industry into UK and US submarine supply chains.

The Australian Government has established a suite of industry uplift programs to support the development of a resilient and sovereign Australian Submarine Industrial Base. These initiatives such as the Defence Industry Vendor Qualification Program and Australian Submarine Supplier Qualification Program are designed to integrate Australian industry into UK and US supply chains, ultimately enabling the build and sustainment of Australia's nuclear-powered submarine capability.

Australia's AUKUS Submarine Industry Strategy

A strong and resilient industrial base

Australia's AUKUS Submarine Industry Strategy outlines the ambitious plan to uplift Australia's military and industrial capability, under the timeframes of the Optimal Pathway announced in March 2023. This strategy has been developed in consultation with stakeholders across Commonwealth and state governments, defence industry, unions and academia, and will continue to evolve as our industry develops and the Nuclear-Powered Submarine Program progresses.

The strategy sets out 5 critical lines of effort to boost Australian industry uplift:

- creating demand clarity and signals for industry
- boosting investment attractiveness in critical areas
- simplifying regulation
- growing the skilled workforce
- integrating Australian industry into UK and US supply chains.

This strategy identifies the conditions to develop the sovereign industrial capability needed to construct, operate and sustain our future conventionally-armed, nuclear-powered submarines, while ensuring our existing Collins class submarines are sustained and upgraded until their eventual withdrawal from service.

This uplift of submarine industrial capability is a critical part of the government's commitment to continuous naval shipbuilding, and will transform Australia's 2 principal shipyards at Osborne, South Australia and Henderson, Western Australia, creating unprecedented commercial and career opportunities in industry.

Infrastructure and facilities

The ASA's infrastructure projects collectively represent the most significant, complex, and profoundly unique defence infrastructure program that the Defence portfolio has seen, and one that requires close coordination between Commonwealth and state governments, regulatory authorities and industry.

Infrastructure delivery across all phases of the Nuclear-Powered Submarine Program continues to accelerate as we move from planning into execution.

To facilitate the build of SSN-AUKUS, the Nuclear-Powered Submarine Construction Yard at Osborne will become one of the most advanced technological hubs in the world and help meet our long-term defence needs.

In July 2026, the Prime Minister announced that the Australian Government will invest a further \$4.6 billion, adding to the

previously announced investment of \$3.9 billion in February 2026, to support the ongoing delivery of the new Nuclear-Powered Submarine Construction Yard.

Construction of the Production Demonstration Facilities and Skills and Training Academy Campus continue to progress at pace. Full scale works at the Nuclear-Powered Submarine Construction Yard is gaining momentum following the recent environmental approval and the procurement of early works contracts.

HMAS *Stirling* is being expanded to support the scale of infrastructure required for nuclear-powered submarines – both for visiting and rotational submarines and for Australia's own conventionally-armed, nuclear-powered submarines.

Priority works at HMAS *Stirling* are accelerating the base's readiness and preparation for the commencement of SRF-West rotations in 2027. This includes the construction of new

accommodation, modifications to the existing submarine wharf, a new submarine training centre and the development of an integrated emergency response centre and licensed radiological controls capability.

The Australian Government is committed to developing a world-class shipbuilding and sustainment precinct in Henderson, Western Australia. The Henderson Defence Precinct is the agreed site for the future sustainment of SSNs, and is critical to delivering the Optimal Pathway.

The Australian Government's additional \$12 billion investment marks the initial capital funding of the delivery phase for the long-term development of the Henderson Defence Precinct. Site characterisation and surveys for environmental, radiological and geotechnical reports are also now under contract, and will commence on approval of the nominated Nuclear-Powered Submarine Sustainment Yard site.

Information and Communications Technology capability

The ASA continues to utilise Defence Information and Communication Technology (ICT) systems and services for the majority of its ICT needs, through a shared service arrangement. The ASA continues to actively participate in the relevant Defence ICT governance boards to ensure access to a range of fit-for-purpose ICT systems, applications and services. Given the sensitive nature of the information the ASA holds, we work closely with Defence to maintain a robust and proactive security posture to protect our systems and information.

To enable collaboration with our AUKUS partners on the exchange and release of Nuclear-Powered Submarine Program information, the ASA continues to develop and utilise ICT tools and systems that are tailored to the needs of AUKUS. These tools are being developed in alignment with the Defence Cloud Strategy and the Digital Transformation Agency's Cloud Policy.

Security

The ASA maintains an unyielding commitment to the security of the Nuclear-Powered Submarine Program. ASA continues to strengthen protective security arrangements across personnel, physical, information, and cyber domains to protect sensitive capabilities, infrastructure, and data associated with the NPS Program. This includes ensuring robust security with industry partners, including within the supply chain. The ASA will continue to embed a strong security culture through training, assurance, and governance, while working closely with national security agencies and AUKUS partners to mitigate emerging threats and ensure compliance with treaty obligations and policy requirements.

Oversight and management

Governance

The ASA is a non-corporate Commonwealth entity for the purposes of the PGPA Act, whose purposes are listed in Schedule 1 of the PGPA Rule.

The ASA's governance and committee structures support the safe and secure delivery of the Nuclear-Powered Submarine Program through enhancing risk-based decision-making across trilateral, domestic and internal elements of the program, in accordance with our Nuclear Mindset Principles.

The Executive Committee is the principal decision-making and oversight forum for the ASA's operational matters, setting top-level organisational goals and driving delivery of the ASA's commitments to government, the Australian public and our national and trilateral partners.

The Resource Management Committee is the ASA's key whole-of-agency forum for resource management matters, supporting the optimal allocation, alignment and prioritisation of ASA financial and personnel resources to meet government direction and outcomes.

The Program Management and Investment Committee provides oversight of the planning, execution and delivery of the Nuclear-Powered Submarine Program.

The Director-General receives independent advice from the ASA's Audit and Risk Committee on the appropriateness of the ASA's financial and performance reporting, systems of risk oversight and management, and internal control.

The ASA also participates in additional trilateral and domestic forums that inform critical Nuclear-

Powered Submarine Program considerations, and in relevant Defence management committees to ensure we remain aligned with Defence priorities and capabilities.

Risk

In the ASA, risk management enables strategy achievement, supports innovation and guides the proper use of public resources. Our endeavour is of such complexity that risk management is integrated into everything we do. Within the ASA, we take active steps to encourage a positive risk culture, which underpins effective risk management, supporting delivery of the Nuclear-Powered Submarine Program. ASA personnel are encouraged to engage with and manage risk by considering risk management in all activities being undertaken across the ASA.

The ASA's Risk Management Policy sets expectations for managing risk in line with the Commonwealth Risk Management Policy. Under this policy, the ASA's Senior Executive determines its risk appetite, and oversees enterprise risks that may affect our ability to achieve our purpose. Where appropriate, our governance arrangements and structures are designed to manage shared risks.

The ASA's Chief Risk Officer sets agency-wide risk strategy and oversees frameworks for effective risk management. The Chief Risk Officer also supports and participates in senior ASA committees to ensure decision-making is risk-based and well informed.

Key Risk

Management Mechanism



Program delivery

The ASA is unable to deliver the Nuclear-Powered Submarine Program within agreed resources and in the timeframes outlined in the Optimal Pathway.

The ASA Senior Executive reviews and addresses key Nuclear-Powered Submarine Program risks on a monthly basis. The AUKUS Submarine Executive Group and the Program Delivery Leadership Committee review trilateral program risks on a quarterly basis.

Defence Capability System processes are leveraged by the ASA to support capability management and delivery.



Infrastructure

The ASA is unable to deliver the necessary infrastructure required to achieve the Optimal Pathway.

The ASA engages in close partnerships with all levels of Australian Government, Defence, industry and international partners to develop and deliver fit-for-purpose infrastructure.



Enterprise workforce

The ASA is unable to attract, develop and retain the people capability that the Nuclear-Powered Submarine Program needs.

The ASA draws on expertise from Australian, UK and US partners, industry, education and skilling businesses and organisations to develop a continuous pipeline of suitably qualified and experienced personnel needed to deliver the Nuclear-Powered Submarine Program.

The ASA workforce strategies, frameworks and plans - coupled with the Nuclear Mindset principles - are utilised to attract and retain the best people who are dedicated to excellence.

The ASA ensures its people manage security risk in accordance with the Australian Government Protective Security Policy Framework and the Defence Cybersecurity and Defence Security Principles Framework.



Nuclear stewardship

The ASA is unable to establish the capability to steward nuclear safety, security, disposal and non-proliferation safeguards.

The ASA draws on expertise from Australian and AUKUS nuclear organisations to develop stewardship capability and capacity.

AUKUS partners work closely with the IAEA to develop a robust nuclear non-proliferation approach for Australia's Nuclear-Powered Submarine Program.



Social licence

The Nuclear-Powered Submarine Program does not meet the Australian public's expectations.

The ASA works with Australian communities to build knowledge and awareness of the Nuclear-Powered Submarine Program, including the establishment of information centres in key locations to promote confidence in the safety and security of the program.

Partnerships and Cooperation

AUKUS partners

AUKUS is a multi-generational commitment and partnership between Australia, the UK and the US to promote stability and contribute to deterrence in the Indo-Pacific region. The AUKUS partnership enhances the industrial capability of all 3 nations to produce, operate and sustain advanced and interoperable SSNs for decades to come.

At the AUKUS Defence Minister's meeting on 11 December 2025, partners reaffirmed their commitment to progressing the Optimal Pathway, including priority investments in infrastructure and workforce uplift to strengthen the trilateral submarine industrial base.

Regional and other international partners

The AUKUS partnership complements Australia's existing network of international partnerships, and solidifies Australia's commitment to ensuring the Indo-Pacific region remains a region where every country can act in its sovereign interest and shape its own future, free from coercion. Australia is transparently investing in a capable military, defence industry, and partnerships, including through AUKUS, to be a reliable security partner in the region.

Engaging in a transparent and open way with our regional partners is central to our approach. Australia will continue to provide the international community with regular updates and ensure our partners are kept updated on the implementation of the Optimal Pathway.

Australian states and territories

Australia's acquisition of SSNs requires continued and close collaboration with state, territory and local Australian Governments, agencies, institutions and industry leads. This collaboration underpins significant opportunities for Australian businesses and workers across the country, as well as exciting education and training programs and international placements to develop a highly skilled workforce.

The scale of transformation underway in Osborne, Adelaide and HMAS *Stirling* in Rockingham, Perth demonstrates Australia's progress towards establishing a sovereign capability to build, operate and sustain SSNs for decades to come.

In Western Australia, there will be significant infrastructure upgrades to HMAS *Stirling* over the next 10 years, including wharf upgrades and operational maintenance. In addition, the government has made a \$12 billion commitment towards delivering the Henderson Defence Precinct to provide SSN sustainment activities, alongside other naval shipbuilding projects.

In 2026, the Australian Government announced it will invest \$8.5 billion to deliver the Nuclear-Powered Submarine Construction Yard in South Australia.

Academia

Delivering the Nuclear-Powered Submarine Program will require the collective effort of thousands of highly skilled Australian engineers, project managers, operators, technicians, scientists, welders, construction workers, electricians, metal fitters and builders. All 3 phases of the Nuclear-Powered Submarine Program rely on the availability and capability of a suitably qualified and experienced industrial and technical workforce to support delivery of the Optimal Pathway.

Training and education pathways are vital to developing this workforce. Growing this workforce requires targeted investment in education and training programs that build the skills and qualifications Australians need to deliver the program. These initiatives contribute to building a skilled, sovereign workforce and an internationally integrated industrial base capable of supporting the safe, secure and enduring delivery of the Nuclear-Powered Submarine Program.

The Australian Government has also invested in initiatives such as the Propel: Australian Submarine Scholarship Program, supporting up to 3,000 students to study priority STEM fields.

Commonwealth departments and nuclear agencies

As the acquisition of SSNs represents the single biggest investment in defence capability in Australia's history, the ASA will remain closely integrated with Defence. However, the Nuclear-Powered Submarine Program is more than just a Defence capability program, requiring the ASA to leverage expertise and capabilities from across a wide range of Australian Government organisations to support delivery.

In 2025, legislation established the Australian Naval Nuclear Power Safety Regulator, providing independent oversight of Australia's naval nuclear propulsion capabilities to ensure that the highest standards of nuclear safety and radiological protection are upheld.

The ASA works with the following organisations or bodies that directly support the delivery of the Optimal Pathway.

Entity	Activity
Department of Prime Minister and Cabinet	Drives a whole of nation approach to provide advice and support on implementation of the NPS Program.
National security agencies	Provides intelligence and protective security support.
Attorney-General's Department	Provides policy and legal advice to the Government on the legal risks of the NPS Program, and international and domestic regulatory frameworks.
Australian Nuclear Science and Technology Organisation	Provides expertise and advice in support of the Nuclear-Powered Submarine Program, with a focus on baselining and augmenting Australia's nuclear stewardship capabilities and credentials.
Australian Naval Nuclear Power Safety Regulator	Australia's independent regulator for naval nuclear propulsion that is accountable for assuring nuclear safety for naval nuclear power activities.
Australian Radiation Protection and Nuclear Safety Agency	Supports delivery of nuclear-powered submarines capabilities through radiation protection and nuclear safety research, policy, advice, codes, standards, and services.
Australian Safeguards and Non-Proliferation Office	Provides regulatory oversight for nuclear safeguards, necessary to support Australia's acquisition of SSNs, while setting the highest non-proliferation standards.
Department of Climate Change, Energy, the Environment and Water	Conducts the environmental regulation and assessments required under relevant environmental legislation.
Department of Education	Provides expertise, advice and support in the delivery of nuclear-powered submarines capabilities.
Department of Employment and Workplace Relations	Supports Australia's broader sovereign capabilities through strategic engagement across government and supporting the nuclear workforce.
Department of Finance	Provides budget and commercial advice for the delivery of the conventionally-armed, nuclear-powered submarine capabilities.
Department of Foreign Affairs and Trade	Provides legal, policy and diplomatic capability to support Australia's acquisition of SSNs.
Department of Health	Provides radiation health and safety advice, and supports the review of national regulatory requirements.
Department of Industry, Science and Resources	Supports the NPS Program through the Australian Radioactive Waste Agency.

Our Performance

The ASA's Performance Measures and Targets focus on assessing the delivery of our Key Activities and are aligned with our guiding objective to safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia's conventionally-armed, nuclear-powered submarine capability through the AUKUS partnership. The ASA establishes an assessment methodology for assessing our achievement against our

Performance Measures and Targets, which are agreed by relevant accountable officers.

Our Key Activities represent a significant body of work that will be progressed over the forward years, and provide a basis for assessing our performance over this period. However, as we progress through the phases of the Optimal Pathway, we anticipate reviews and amendments to our Performance Measures.

An explanation summarising the changes to Performance Measures and Targets from the ASA Corporate Plan 2025–2026 can be found in Appendix A.

Targets 1.2, 2.1, and 3.1 were reported in the 2026–27 Defence Portfolio Budget Statements: Part 5 - 2026–27 PBS Australian Submarine Agency.

Performance Measures and Targets

Key Activity 1

Acquire, construct, sustain and dispose of nuclear-powered submarines in accordance with the Optimal Pathway and within government-approved costs in collaboration with AUKUS partners.

Performance Measure 1

Phase 1: Support increased visits of US and UK SSN to Australia in preparation for the rotational presence of US and UK SSN in Western Australia from Q4 2027.

Target 1.1	Progress the necessary requirements to enable the Initial Operating Support of SRF-West.
Target 1.2	Continue to manage and oversee the construction of facilities and infrastructure to enable the US and UK to rotate through HMAS <i>Stirling</i> .

Why do we measure this?

Targets 1.1 and 1.2 capture the ASA's key activities to enable the Initial Operating Support of SRF-West. Australia has hosted three submarine maintenance activities since the announcement of the Optimal Pathway: a US Submarine Tendered Maintenance Period in 2024, a US Submarine Maintenance Period in 2025, and a UK SMP in 2026. Longer and more complex visits to HMAS *Stirling* will continue ahead of the establishment of SRF-West. Work will continue to ensure that the ASA has the infrastructure, facilities and associated capabilities in place to enable the UK and US to rotate through HMAS *Stirling*. ASA officials, Royal Australian Navy personnel, and our industry partners will continue to work closely alongside our AUKUS partners during the execution of SRF-W to develop Australian capability that will demonstrate that we are 'Sovereign Ready' to operate our own SSN. By 2027, the SRF-West Priority Works at HMAS *Stirling* will deliver a range of critical facilities to support Australia's nuclear-powered submarine capability. These include operational berths for nuclear-powered submarines on the existing Diamantina Pier, enhanced emergency preparedness and response capabilities, reliable shore power and a purpose built training centre.

Performance Measure 2

Phase 2: Acquire three Virginia Class submarines.

Target 2.1	Continue to manage and oversee the procurement of Virginia class specific training support systems.
Target 2.2	Continue the acquisition of a Contingency Dry Dock Capability.

Why do we measure this?

This measure reports on our progress in delivering Virginia class submarines as part of a highly effective submarine capability. Target 2.1 reflects the continued procurement of Virginia class specific training systems and facilities to support SRF-West, including the delivery of integrated training environments to prepare Royal Australian Navy and industry personnel for pre-deployment and ongoing proficiency requirements. Target 2.2 reflects the establishment of a Contingency Dry Dock Capability (CDDC), an important step in Australia being 'Sovereign Ready' to operate and sustain its first Virginia class submarine in the early 2030s. The CDDC will provide a certified and staffed dry dock capability to support contingency repairs and maintenance across the future fleet, supported by enabling infrastructure and a suitably skilled workforce.

Performance Measure 3

Phase 3: Construction of the first Australian-built SSN-AUKUS has commenced by late 2020s

Target 3.1	Continue to manage and oversee the mobilisation of the SSN-AUKUS program.
Target 3.2	Continue to manage and oversee the development of the Nuclear-Powered Submarine Construction Yard.

Why do we measure this?

This measure reports on our progress in ensuring that we can begin building Australia's first SSN-AUKUS by the end of this decade. Target 3.1 reflects that the Commonwealth of Australia, in partnership with ASC Pty Ltd and BAE Systems, is working to deliver enduring sovereign submarine capability through integrated design and build, a resilient trilateral industrial base, and a suitably qualified workforce to safely construct SSN-AUKUS submarines. The ASA secures Australia's national interest by enabling the safe, sovereign, sustainable, timely and affordable delivery of a conventionally-armed, nuclear-powered submarine capability through effective commercial arrangements that deliver value for money, proactive risk management, protection of Australia's sovereignty objectives in the construction or build phases, and strong collaboration with AUKUS government and industry partners. Target 3.2 reflects the ongoing work to ensure that SSN-AUKUS build at the Nuclear-Powered Submarine Construction Yard in Osborne, can commence by the late 2020s.

Performance Measure 4

Establish enterprise systems for workforce and industry capability uplift to deliver Australia's Nuclear-Powered Submarine Program.

Target 4.1	Establish enterprise systems for workforce growth and development to ensure sufficient availability of suitably qualified, skilled and experienced personnel to deliver the Nuclear-Powered Submarine Program.
Target 4.2	Placement of Australian personnel within the UK and the US facilities to build nuclear competency across the Australian Nuclear-Powered Submarine Enterprise.
Target 4.3	Continue to implement Australia's AUKUS Submarine Industry Strategy.

Why do we measure this?

This measure reports on our progress in ensuring that the ASA is effectively developing the workforce, and leveraging opportunities to cooperate with industry, to support Australia's conventionally-armed, nuclear-powered submarine capability. Targets 4.1 and 4.2 reflect that Australian workers and industry are essential to delivering AUKUS, with significant investments in workforce development initiatives already underway. Australia's investment in a sovereign, skilled workforce will qualify our workforce to construct and sustain nuclear-powered submarines and sustain a multi-class submarine capability. These investments benefit Australia across its economic, military, strategic and diplomatic interests and commitments. Target 4.3 reflects the ASA's commitment to working closely with our trusted industry partners. Australia's AUKUS Submarine Industry Strategy outlines the ambitious plan to uplift Australia's industrial capability, under the timeframes of the Optimal Pathway announced in March 2023. Implementation of this strategy will see Australian industry play a sustained and meaningful role in the delivery and support of the Nuclear-Powered Submarine Program.

Performance Measure 5

Establish or refine any international arrangements required to implement the Nuclear-Powered Submarine Program and sustain trilateral engagement.

Target 5.1

Continue to establish or refine any international arrangements required to implement the Nuclear-Powered Submarine Program and sustain trilateral engagement.

Why do we measure this?

This measure reports on our progress establishing international agreements and arrangements to support the implementation of the Nuclear-Powered Submarine Program. Target 5.1 reflects that key AUKUS arrangements will enable Australia to develop, operate and sustain a nuclear-powered submarine capability in partnership with the UK and the US. Arrangements established so far have provided the foundation for enhanced cooperation between AUKUS partners who have enabled enhanced information flows, supported the development of the personnel, workforce, infrastructure and regulatory systems required for Australia's SSN-AUKUS program, and facilitated port visits and the rotational presence of UK and US SSNs at HMAS *Stirling*. The ASA is continuing to work with AUKUS partners to establish and refine the arrangements needed to deliver the Nuclear-Powered Submarine Program.

Performance Measure 6

Set technical requirements and standards across all phases of the capability lifecycle for technical control of the nuclear-powered submarine capability.

Target 6.1

Continue to set technical requirements and standards across all phases of the capability lifecycle for technical control of the nuclear-powered submarine capability.

Why do we measure this?

This measure reports on our progress in setting program and technical requirements and standards across all phases of the capability lifecycle, maintaining technical governance and developing systems of compliance. Target 6.1 captures the activities that the ASA is undertaking to fulfil its technical control accountabilities. Technical control is the ongoing assurance that technical work is suitably governed and certified. It ensures that technical work is undertaken by suitably qualified personnel within recognised organisations, in accordance with approved standards and procedures, and that technical decisions and advice are evidence-based and issued under authorised technical delegations. The ASA is responsible for providing technical leadership and support across the capability lifecycle. This will involve progressively establishing new and/or uplifting existing technical capability across people, programs and systems in line with Nuclear-Powered Submarine Program milestones.

Performance Measure 7

Promote confidence in the safety and security of the Nuclear-Powered Submarine Program within the Australian community.

Target 7.1

Continue to manage the development, implementation and alignment of nuclear frameworks and strategies, with Australian safeguards and non-proliferation obligations.

Target 7.2

Continue to identify and progress the necessary nuclear-related domestic regulatory government approvals for all phases of the Optimal Pathway.

Why do we measure this?

This measure reports on our progress in developing Australia's nuclear non-proliferation and safeguards approach and demonstrating our commitment to stewardship and governance. Targets 7.1 and 7.2 reflect the ASA's commitment to nuclear stewardship. Stewardship is the enterprise-wide ownership and accountability for the safe and secure management of Australia's nuclear-powered submarine capability. The ASA is building the systems, structures and programs required for the responsible and safe planning, operation, application and management of nuclear material, technology, and facilities, including the gaining and maintaining of government regulatory approvals for nuclear-related activities, to protect our people, the public and the environment.

Appendix A:

Changes to Performance Measures

The following table provides a description of changes made to the ASA performance information between 2025–2026 and 2026–2027.

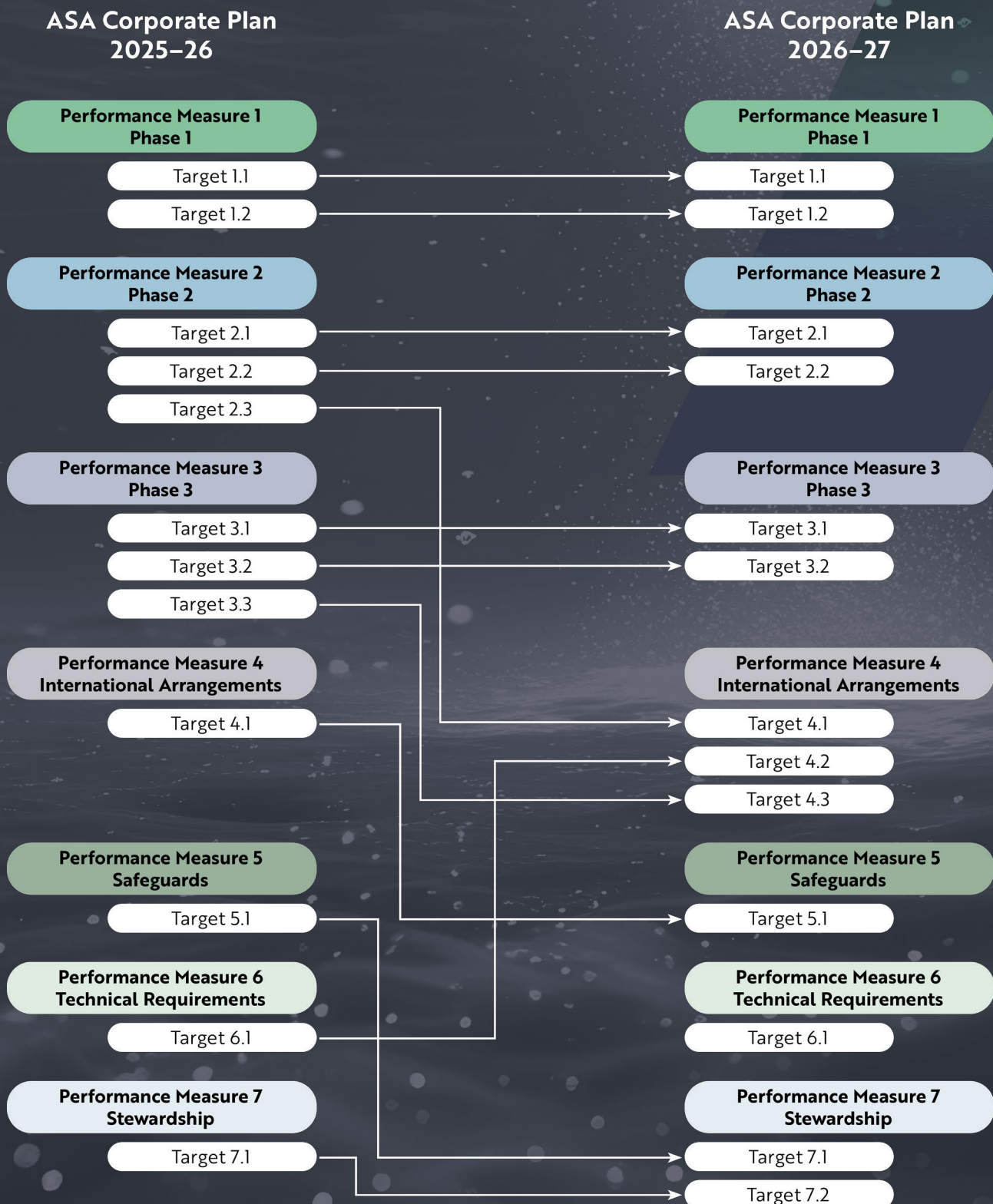
Performance Measure	ASA Corporate Plan 2026–2027	ASA Corporate Plan 2025–2026	Change	Rationale
1	Phase 1: Support increased visits of US and UK SSN to Australia in preparation for the rotational presence of US and UK SSN in Western Australia from Q4 2027.	Phase 1: Establish infrastructure and capabilities to support increased visits of US and UK SSNs to Australia and a rotational presence of US and UK SSNs in Western Australia.	Amended	Minor changes to improve measure wording.
1.1	Progress the necessary requirements to enable the Initial Operating Support of SRF-West.	Manage and oversee the development of Australian workforce ability to conduct intermediate maintenance of visiting SSNs at HMAS Stirling.	Amended	Changes to more holistically capture the ASA activities required to achieve the Initial Operating Support of SRF-West.
1.2	Continue to manage and oversee the construction of facilities and infrastructure to enable the US and UK to rotate through HMAS Stirling.	Manage and oversee the commencement of construction of facilities and infrastructure to enable the US and UK to rotate through HMAS Stirling.	Amended	Minor changes to reflect the ASA's ongoing role managing the construction of facilities and infrastructure, and to reflect progress implementing Phase 1 of the Optimal Pathway.
2	Phase 2: Acquire three Virginia class submarines.	Phase 2: Deliver three Virginia class submarines.	Amended	Minor changes to improve measure wording.
2.1	Continue to manage and oversee the procurement of Virginia class specific training support systems.	Continue to manage and oversee the procurement of Virginia class specific training support systems.	N/A	N/A
2.2	Continue the acquisition of a Contingency Dry Dock Capability	Progress acquisition of a Contingency Dock Capability.	Amended	Minor changes to reflect the ongoing nature of the ASA's role progressing acquiring the Contingency Dry Dock Capability.
2.3	N/A	Continue to build, and maintain, a system for workforce development capability to obtain suitably qualified, skilled and experienced personnel to deliver the NPS Program to the highest standards of safety, security, and safeguards.	Amended and relocated	Reflected in Performance Measure 4.

Performance Measure	ASA Corporate Plan 2026–2027	ASA Corporate Plan 2025–2026	Change	Rationale
3	Phase 3: Construction of the first Australian-built SSN-AUKUS has commenced by the late 2020s	Phase 3: Deliver Australian-built SSN-AUKUS, including infrastructure development at the Osborne Submarine Construction Yard.	Amended	Changes to more accurately capture the ASA's priorities over the period covered by the ASA Corporate Plan 2026–2027.
3.1	Continue to manage and oversee the mobilisation of the SSN-AUKUS program.	Manage and oversee the mobilisation of the SSN-AUKUS program.	Amended	Minor changes to reflect ongoing nature of the ASA's role in mobilisation the SSN-AUKUS program.
3.2	Continue to manage and oversee the development of the Nuclear-Powered Submarine Construction Yard.	Manage and oversee the development of the Submarine Construction Yard.	Amended	Minor changes to reflect ongoing nature of the ASA's role in developing the Nuclear-Powered Submarine Construction Yard.
3.3	N/A	Implement Australia's AUKUS Submarine Industry Strategy.	Reflected in Performance Measure 4.	Changes to more accurately capture the ASA's priorities over the period covered by the ASA Corporate Plan 2026–2027.
4	Establish enterprise systems for workforce and industry capability uplift to deliver Australia's Nuclear-Powered Submarine Program.	N/A	New	New Performance Measure to reflect the ASA's workforce and industry activities across all stages of the Optimal Pathway.
4.1	Establish enterprise systems for workforce growth and development to ensure sufficient availability of suitably qualified, skilled and experienced personnel to deliver the Nuclear-Powered Submarine Program.	Continue to build, and maintain, a system for workforce development capability to obtain suitably qualified, skilled and experienced personnel to deliver the NPS Program to the highest standards of safety, security, and safeguards.	Amended and relocated from Performance Measure 2.	Language changes to reflect the workforce priorities across all phases of the Optimal Pathway.
4.2	Placement of Australian personnel within UK and US facilities to build nuclear competency across the Australian Nuclear-Powered Submarine Enterprise.	Embed Australian personnel into the UK and US in order to build nuclear competency in the Australian NPS Enterprise.	Relocated from Performance Measure 6.	Language changes to reflect the workforce priorities across all phases of the Optimal Pathway.
4.3	Continue to implement Australia's AUKUS Submarine Industry Strategy.	Implement Australia's AUKUS Submarine Industry Strategy.	Amended and relocated from Performance Measure 3.	Minor changes to reflect ongoing nature of the ASA's role implementing Australia's AUKUS Submarine Industry Strategy.

Performance Measure	ASA Corporate Plan 2026–2027	ASA Corporate Plan 2025–2026	Change	Rationale
5	Establish or refine any international arrangements required to implement the Nuclear-Powered Submarine Program and sustain trilateral engagement.	Establish or refine any international arrangements required to implement the Nuclear-Powered Submarine Program and sustain trilateral engagement.	Amended and relocated from Performance Measure 4.	Changes to more accurately capture the ASA's priorities over the period covered by the ASA Corporate Plan 2026–2027.
5.1	Continue to establish or refine any international arrangements required to implement the Nuclear-Powered Submarine Program and sustain trilateral engagement.	Continue to establish and refine required international arrangements or agreements necessary to implement the NPS Program and sustain trilateral engagement.	Amended and relocated from Performance Measure 4.	Minor changes to improve measure wording.
6	Set technical requirements and standards across all phases of the capability lifecycle for technical control of the nuclear-powered submarine capability.	Set program and technical requirements and standards for nuclear-powered submarine capability across all capability life-cycle phases.	Amended	Minor changes to improve measure wording.
6.1	Continue to set technical requirements and standards across all phases of the capability lifecycle for technical control of the nuclear-powered submarine capability.	Embed Australian personnel into the UK and US in order to build nuclear competency in the Australian NPS Enterprise.	Amended to reflect the ASA's priorities over the period covered by the ASA Corporate Plan 2026–2027.	New Performance Measure to reflect the ASA's activities to deliver technical control.
7	Promote confidence in the safety and security of the Nuclear-Powered Submarine Program within the Australian community.	Establish stewardship capabilities to support the introduction of naval nuclear propulsion technology to Australia.	Amended	New Performance Measure to reflect the ASA's regulatory and non-proliferation activities in promoting confidence in the safety and security of the Nuclear-Powered Submarine Program.
7.1	Continue to manage the development, implementation and alignment of nuclear frameworks and strategies, with Australian safeguards and non-proliferation obligations.	In consultation with the Australian Safeguards and Non-Proliferation Office, the Department of Foreign Affairs and Trade, and the Attorney-General's Department, engage with the IAEA on the development of Australia's nuclear non-proliferation and safeguards approach.	Amended and relocated from Performance Measure 5.	Minor changes to more accurately reflect the ASA's non-proliferation activities.
7.2	Continue to identify and progress the necessary nuclear-related domestic regulatory government approvals for all phases of the Optimal Pathway.	Continue to identify and progress the necessary nuclear-related domestic regulatory government approvals for all phases of the Optimal Pathway.	N/A	N/A.

Appendix B: Visual representation of changes to performance measures

The following image represents the changes made to the ASA's performance information that will improve transparency in demonstrating achievement towards the requirements of all phases of the Optimal Pathway.



Appendix C: Table of Requirements

The 2026-27 ASA Corporate Plan has been prepared in accordance with the requirements of the PGPA Act and PGPA Rule. The table details the requirements and the page reference(s) for each requirement

Item	Topic	Matters to be included	Page
1	Introduction	• A statement that the plan is prepared for paragraph 35(l)(b) of the PGPA Act	3
		• The reporting period for which the plan is prepared	3
		• The reporting periods covered by the plan	3
2	Purposes	• The purposes of the entity	6
3	Key activities	• The key activities that the entity will undertake in order to achieve its purposes	6
4	Operating context	• The environment in which the entity will operate	7
		• The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes	7-16
		• A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed	14-15
		• Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes	17
		• How any subsidiary of the entity will contribute to achieving the entity's purpose	N/A
5	Performance	• Details of how the entity's performance in achieving the entity's purposes will be measured and assessed through:	
		- specified performance measures for the entity that meet the requirements of section 16EA of the PGPA Rule	18-20
		- specified targets for each of those performance measures for which it is reasonably practicable to set a target	18-20



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